Review Sheet

Multiple Choice
Identify the choice that best completes the statement or answers the question.

____ 1. What is the practical conclusion from Geert Hofstede's 40-country study?
   a. Japanese management practices will likely fail in North America
   b. Japanese management is superior
   c. American management theory and practices are applicable worldwide
   d. Management theory and practice need to be adapted to the local culture
   e. American management practice traces to Northern Europe

____ 2. Olivia is a storeowner who tells a management class that she tries to match the appropriate management technique to the situation. What is her general approach to management?
   a. Contingency
   b. Universal process
   c. Systems
   d. Scientific management
   e. Excellence

____ 3. According to Maslow's need hierarchy, what needs rank at the very top?
   a. Esteem
   b. Self-actualization
   c. Love
   d. Safety
   e. Physiological

____ 4. ____ is the ongoing process of ensuring a competitively superior fit between an organization and its changing environment.
   a. Organizational planning
   b. Operational planning
   c. Strategic management
   d. Synergy
   e. Strategic control

____ 5. ____ is a forecasting technique based on the assumption that the future will be an extension of present and past tendencies.
   a. Canned surveys
   b. Scenario analysis
   c. Informed judgment
   d. Synergy
   e. Trend analysis

_____ 6. _____ is the active anticipation of problems and their timely prevention rather than after-the-fact reaction.
   a. Feedback control
   b. Benchmarking
   c. Feedforward control
   d. Concurrent control
   e. *Kaizen* control

_____ 7. Decisions that are made in complex, important, and nonroutine situations are called
   a. nonprogrammed decisions.
   b. group decisions.
   c. individual decisions.
   d. programmed decisions.
   e. ethical decisions.

_____ 8. _____ change involves subsystem adjustments needed to keep the organization on its chosen path.
   a. Anticipatory
   b. Strategic
   c. Exponential
   d. Incremental
   e. Reactive

_____ 9. A(n) _____ is a physically dispersed task group that is linked electronically.
   a. virtual team
   b. informal group
   c. executive team
   d. line position group
   e. IT quality control team

_____ 10. The process of determining how to pursue the organization's long-term goals with the resources expected to be available refers to _____ planning.
   a. strategic
   b. intermediate
   c. budgetary
   d. contingency
   e. operational

_____ 11. Which of these best describes concurrent engineering?
   a. Team approach to product design
   b. Functional specialization
   c. One-person product development cycle
   d. Garbage in, garbage out
   e. Continuous improvement

_____ 12. Which of these was a concerted effort among theorists and practitioners to make managers more sensitive to their employees' needs?
   a. Systems movement
   b. Operations approach
   c. Excellence in attributes management
   d. Human relations movement
   e. Universal process approach

_____ 13. _____ management involves the acquisition, evaluation, retention of people necessary for organizational success.
   a. Human resource
   b. Staffing
   c. Performance
   d. Strategic
   e. Contingency

_____ 14. ____ is the relationship between outputs and inputs, whereas ____ is a measure of whether or not organizational objectives are accomplished.
   a. Implementation; adaptability
   b. Efficiency; effectiveness
   c. Effectiveness; efficiency
   d. Adaptability; profitability
   e. Profitability; satisfaction

_____ 15. ____ planning involves determining how specific tasks can best be accomplished on time with available resources.
   a. Operational
   b. Budgetary
   c. Strategic
   d. Contingency
   e. Intermediate

_____ 16. By definition, which of these is defined as the right to direct the actions of others?
   a. Hierarchy
   b. Responsibility
   c. Power
   d. Leadership
   e. Authority

_____ 17. Which of these is also known as the 80/20 rule?
   a. Strategic scanning
   b. Fishbone analysis
   c. Contingency planning
   d. Pareto analysis
   e. Linear programming

3

_____ 18. _____ are part-timers and other employees who do not have a long-term implicit contract with their ultimate employers.
   a. Older workers
   b. Functional workers
   c. Contingent workers
   d. College dropouts
   e. Potential workers

_____ 19. When an employee gets to determine their own arrival and departure times within specified limits they are a _____work schedule.
   a. compressed workweek
   b. fixed
   c. flextime
   d. job sharing
   e. part-time

_____ 20. A diagram of an organization's official positions and formal lines of authority refers to a(n)
   a. fishbone diagram.
   b. organization chart.
   c. pattern diagram.
   d. position chart.
   e. flow chart.

_____ 21. A performance milestone representing the start or finish of some activity is a PERT
   a. juncture.
   b. critical path.
   c. event.
   d. activity.
   e. time.

_____ 22. Which of these is the process of inspiring, influencing, and guiding others to participate in a common effort?
   a. Leadership
   b. Behaviorism
   c. Antecedent
   d. Empowerment
   e. Reinforcement

_____ 23. The operational approach, by definition, is oriented toward what type of management?
   a. Personnel
   b. Finance
   c. Accounting
   d. Production
   e. Marketing

4

____ 24. ____ are repetitive and routine.
   a. Programmed decisions
   b. Semiprogrammed decisions
   c. Nonprogrammed decisions
   d. Reality checks
   e. Contingent decisions

____ 25. What type of control relies on information from completed activities?
   a. Concurrent
   b. Feedforward
   c. Procedural
   d. Administrative
   e. Feedback

____ 26. An array of noncognitive skills, capabilities and competencies that influence a person's ability to cope with environmental demands and pressures refers to
   a. self-management.
   b. behavior modification.
   c. emotional intelligence.
   d. IQ.
   e. empowerment.

____ 27. One of the most important lessons learned from Boeing's outsourcing of the design and build of the airplane sections for the 787 Dreamliner is that _____.
   a. outsourcing is a proven model for always saving companies time and money.
   b. outsourcing is never good.
   c. outsourcing is universally good.
   d. outsourcing design and build is not ideal to use when the product requires complex integration of disparate subcomponents.
   e. outsourcing should never be used with the "build-to-print" model calling for suppliers to receive confidential blueprints.

____ 28. The process of taking the necessary preventive or corrective actions to keep things on track refers to
   a. benchmarking.
   b. crisis management.
   c. *kaizen.*
   d. quality.
   e. control.

____ 29. The first step of the strategic management process is
   a. formulation of a grand strategy.
   b. the formulation of strategic plans.
   c. a statement of corporate values.
   d. a staffing strategy.
   e. a clear code of ethics.

____ 30. ____ establishes the chain of command in an organization chart.
a. The mission statement
b. The corporate charter
c. Vertical hierarchy
d. Horizontal specialization
e. Downward communication

____ 31. Which approach makes it clear to managers that people are the key to productivity?
a. Systems
b. Scientific management
c. Contingency
d. Behavioral
e. Operations management

____ 32. The process of evaluating individual job performance as a basis for making objective personnel decisions refers to
a. performance appraisal.
b. structured interview.
c. diversity training.
d. affirmative action program.
e. employee selection.

____ 33. _____ is involved when performance standards are developed on the basis of systematic observation and experimentation.
a. Total quality control
b. Fayol's universal principle
c. Gantt chart
d. Scientific management
e. Therbligs

____ 34. ____ refers to blind conformity in cohesive in-groups, when the desire for unanimity overrides the motivation to realistically appraise alternative courses of action.
a. Apple polishing
b. Groupthink
c. Politicking
d. Posturing
e. Synergy

____ 35. Any attempt by a person to change the behavior of supervisors, peers, or subordinates refers to
a. influence.
b. antecedent.
c. power.
d. behaviorism.
e. empowerment.

____ 36. ____ refers to who is ultimately responsible for getting things done.
   a. Specialization of labor
   b. Chain of command
   c. Authority
   d. Delegation
   e. Communication

____ 37. The tendency of group members to follow the group and resist outside influences is called
   a. cohesiveness.
   b. uninformity.
   c. conformity.
   d. attractiveness.
   e. ostracism.

____ 38. Strategic management =
   a. strategic planning + implementation + control
   b. top-management commitment + results
   c. resources + opportunities + results
   d. strategic planning
   e. operational planning + intermediate planning + strategic planning

____ 39. How do part-timers compare to full-time employees cost-wise?
   a. Much more costly
   b. About equal
   c. Much less costly
   d. Slightly less costly
   e. One cannot compare because part-timers are contingent workers

____ 40. The process of coping with uncertainty by formulating future courses of action to achieve specified results refers to
   a. PERT.
   b. pareto analysis.
   c. controlling.
   d. the project life cycle.
   e. planning.

____ 41. According to Maslow, which of the following represents the proper order of needs from   bottom to top?
   a. Physiological, safety, love, esteem, and self-actualization
   b. Physiological, esteem, safety, love, and self-actualization
   c. Esteem, love, safety, self-actualization, and physiological
   d. Self-actualization, love, esteem, safety, and physiological
   e. Self-actualization, esteem, love, safety, and physiological

7

____ 42. ____ has been called the ____ management function.
   a. Planning; primary
   b. Organizing; only
   c. Motivation; central
   d. Staffing; secondary
   e. Controlling; major

____ 43. ____ is the process of creating an organizational culture that enables all employees to realize their full potential.
   a. Protectionism
   b. Constructive conflict
   c. Issues management
   d. Human asset accounting
   e. Managing diversity

____ 44. ____ refers to the practice of having employees work forty or more hours in fewer than five days.
   a. Flextime
   b. Compressed work-week
   c. Job sharing
   d. Shift work
   e. Rolling time

____ 45. A ____ is a graphic scheduling technique that helps managers determine when and where resources are needed.
   a. PERT network
   b. Gantt chart
   c. Break-even diagram
   d. decision tree
   e. fishbone diagram

____ 46. ____ are individuals who want to succeed in their organizations, yet want to live by their values or identities, even if they are somehow at odds with the dominant culture of their organization.
   a. Value-added change agents
   b. Problem solvers
   c. Conflict triggers
   d. Incremental change agents
   e. Tempered radicals

____ 47. ____ control helps managers catch mistakes while they are being made, whereas ____ control helps managers avoid mistakes in the first place.
   a. Feedforward; concurrent
   b. Concurrent; feedback
   c. Concurrent; feedforward
   d. Primary; secondary
   e. Strategic; tactical

_____ 48. In the _____ model, one's motivational strength increases as one's perceived effort-performance probability and perceived performance- reward probability increase.
   a. contingency
   b. expectancy
   c. Hertzberg
   d. Maslow
   e. goal-setting

_____ 49. _____ refers to systematically following up a change program for lasting results.
   a. Implementation
   b. Unfreezing
   c. Refreezing
   d. Intervention
   e. Assessment

_____ 50. _____ refers to the ability to interpret and act in appropriate ways in unfamiliar cultural surroundings.
   a. Cultural intelligence
   b. Global awareness
   c. International empathy
   d. Emotional intelligence
   e. Intelligence quotient

Review Sheet
Answer Section

MULTIPLE CHOICE

1. REF: p. 112
2. REF: pp. 54-55
3. REF: p. 335
4. REF: p. 190
5. REF: p. 206
6. REF: p. 457
7. REF: p. 222
8. REF: p. 426
9. REF: p. 381
10. REF: p. 162
11. REF: p. 86
12. REF: p. 46
13. REF: p. 276
14. REF: p. 251
15. REF: p. 162
16. REF: p. 247
17. REF: p. 45
18. REF: pp. 73-74
19. REF: p. 354
20. REF: p. 247
21. REF: p. 175
22. REF: p. 400
23. REF: p. 41
24. REF: p. 221
25. REF: pp. 458-459
26. REF: p. 403
27. REF: p. 213
28. REF: p. 456
29. REF: p. 198
30. REF: p. 248
31. REF: p. 49
32. REF: p. 286
33. REF: p. 41
34. REF: pp. 378-379
35. REF: p. 394
36. REF: p. 40

37. REF: p. 369
38. REF: p. 190
39. REF: pp. 73-74
40. REF: p. 156
41. REF: p. 335
42. REF: p. 156
43. REF: p. 75
44. REF: p. 354
45. REF: p. 174
46. REF: p. 437
47. REF: pp. 457-458
48. REF: p. 339
49. REF: p. 436
50. REF: p. 103